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1. PROJECT DESCRIPTION AND SCOPE OF WORK

The I-69 Tier 2 study area was divided in to six sections from south to north. The *I-69 Section 4* is located in Greene and Monroe Counties. The south terminus of Section 4 is the east end of the proposed US 231 interchange, east of US 231. The approximate 27 mile corridor proceeds from US 231 east/northeast through eastern Greene County into southwestern Monroe County to SR 37. The project is located in the Indiana Department of Transportation's (INDOT) Vincennes and Seymour Districts.

I-69 Section 4 traverses primarily forested land, and to a lesser degree agricultural land, mostly pasture with a lesser amount of row crops. A majority of the project lies within a physiographic region that is characterized by gently sloping or moderately sloping ridges that are separated by valleys that have steep or very steep sides. The corridor crosses several named streams or their tributaries such as Doans Creek, Black Ankle Creek, Plummer Creek, and Indian Creek and many unnamed intermittent and ephemeral streams as it traverses the ridges and valleys.

Purpose and Need Statement

As defined in the Tier 1 EIS, the purpose of I-69 is to provide an improved transportation link between Evansville and Indianapolis that:

- Strengthens the transportation network in southwest Indiana;
- Supports economic development in southwest Indiana, and
- Completes the portion on the National I-69 Project between Evansville and Indianapolis.

Nine specific goals were identified in Tier 1 that supports this overall purpose.

- Improve the transportation linkage between Evansville and Indianapolis;
- Improve personal accessibility for southwest Indiana;
- Reduce existing and forecasted traffic congestion on the highway network in southwest Indiana;
- Improve safety levels in southwest Indiana;
- Increase accessibility for southwest Indiana businesses to labor, suppliers and consumer markets;
- Support sustainable, long-term economic growth;
- Support economic development to benefit a wide spectrum of area residents;
- Facilitate interstate and international movement of freight; and,
- Connect I-69 to major intermodal facilities in southwest Indiana.

Figure 1-1: Project Location

The project is located on new terrain alignment except for the northern junction where the alignment transitions to Section 5 of the I-69 project and begins to follow the existing State Route 37 alignment. The south terminus of Section 4 is the east end of the proposed US 231 interchange, which is approximately 1,600 feet (0.30 miles) east of US 231.

The approximate 27.5-mile Section 4 corridor proceeds to the east/northeast through eastern Greene County into southwestern Monroe County. The north terminus is the northern limit of the proposed SR 37 interchange. The proposed SR 37 interchange is within the Section 4 project limits, which ends on the existing SR 37 alignment, approximately 1,000 feet (0.18) miles south of Rockport Road, two miles southwest of the City of Bloomington. The project is located in the Indiana Department of Transportation's (INDOT) Vincennes and Seymour Districts.

History

In 1991, Congress passed the Intermodal Surface Transportation Efficiency Act (ISTEA), which designated "Corridor 18" from Indianapolis, Indiana to Memphis, Tennessee, via Evansville, Indiana, as a high-priority corridor. This corridor was extended to the north and south in the National Highway System Designation Act of 1995. It was further modified in 1998 by the Transportation Equity Act of the 21st Century (TEA-21), which extended the corridor to provide a continuous link from the Canadian border to the Mexican border – a distance of more than 2,100 miles. In addition, TEA-21 designated Corridor 18 as "Interstate I-69 Corridor." The I-69 Corridor was divided into 26 sections of Independent Study and the 142-mile long Evansville to Indianapolis section of I-69 was designated as SIU #3.

At the conclusion of the Tier 1 Environmental Impact Study for the I-69 Evansville to Indianapolis project, Federal Highway Administration (FHWA) selected a preferred corridor – Alternative 3C in its Record of Decision (ROD). The selected corridor is approximately 2,000 feet wide and extends from I-64 north of Evansville to I-465 in Indianapolis. In addition, the Tier 1 ROD divided the Evansville to Indianapolis project into six separate sections for more detailed Tier 2 studies.

The Tier 1 Draft Environmental Impact Statement (DEIS) was published on July 31, 2002, with the Final Environmental Impact Statement (FEIS) being published in December 2003. The FHWA issued the ROD on March 24, 2004. In the Tier 1 ROD, FHWA approved the selection of the corridor designated in the Tier 1 FEIS for Alternative 3C as the corridor for I-69 between Evansville and Indianapolis. It also approved the Tier 1 FEIS's designation of six sections for Tier 2 studies, which enabled Tier 2 NEPA studies to begin in each of these six sections.

Existing Conditions

I-69 Section 4 is on a new terrain alignment except for the northern junction where the alignment transitions to the existing SR 37 in Section 5.

Existing land uses within the approved corridor primarily upland habitat consisting primarily of forested land. Agricultural land is also located along the corridor with the majority being pasture (hay production and grazing), with row crops at various locations. Developed land primarily in Monroe County consists mostly of residential property with a scattering of commercial land. Water, wetland habitat, and two abandoned limestone quarries are minor land uses along the corridor.

There are three rural state highways (SR 45, SR 54 and SR 445), one multi-lane divided state highway (SR 37) and numerous local county roads in both Greene and Monroe Counties that will be impacted by the *I-69 Section 4* alignment.

Expected Design Features

The *I-69 Section 4* corridor is a divided rural freeway with a proposed typical section consisting of two 12 ft. travel lanes in each direction separated by a 60 ft. wide depressed median, with 4 ft. inside shoulders and 10 ft. outside shoulders.

The right-of-way varies between 285 feet and 845 feet with an average width of 500 feet. Right-of-way needs may expand in areas of large cuts and fills and interchange areas. Full-control of access will be

exercised. There are three proposed interchanges located at SR 45, SR 37 and SR 445 at the Greene/Monroe County line.

2. GOALS AND OBJECTIVES

To facilitate the requirements and commitments of the *I-69 Section 4* project, the *I-69 Section 4* Project Team has established procedures and numerous reviews that will be followed during the development of the project. The *Indiana Design Manual* provides step-by-step procedures for the development of projects. This manual provides procedures from writing reports to conducting investigations, meetings, and communications.

Procedures that will be incorporated in the project development to make certain that requirements and commitments are met include:

- Preparation and approval of the final environmental document. It is anticipated that approval of the Final Environmental Impact Statement (FEIS), with a Record of Decision (ROD) will be obtained in the summer of 2011.
- Continuous review of the design throughout the project development.
- Continuous discussion of significant issues with Central Office reviewers, FHWA, environmental agencies, as well as the local and regional governmental agencies.
- To ensure quality, the project development follows established design standards. The *Indiana Design Manual* provides standards for design and guidance for accepted design practice where discretion is given to the designer. In addition, other references such as the *AASHTO Policy on Geometric Design of Highways and Streets,* the *Manual of Uniform Traffic Control Devices, Roadside Design Guide*, *Highway Capacity Manual*, Department Directives, and Department Design Bulletins will be used as guides in the development of the project. The project will also be reviewed at various stages of plan development to enable URS to provide a quality product. Reviews of the project in addition to those mentioned above include:
    - Review of plans by INDOT's Project Manager (or consultant reviewers) to assure compliance with design standards.
    - Reviews by the District Construction Engineer for completeness, quality, consistency, and constructability. This review process makes sure that projects are prepared and processed in conformance with the Department's construction policies, procedures, adopted standards, and other requirements.

Project Delivery Goals

Goal No. 1: Deliver contracts on schedule and budget

- Objective 1: Meet project purpose and need as defined by the FEIS.
- Objective 2: Provide innovative and corridor consistent designs which provide operational enhancements and/or cost savings.
- Objective 3: Coordinate contract schedule delivery through production, bidding and construction

- Objective 4: Monitor unit prices and initiate cost saving measures to facilitate sellable contracts

Construction is to begin in 2011 and is anticipated to be complete no later than fall of 2014. During this time period, construction budgets and schedules will be monitored and evaluated in order to assure the project is delivered within the stated timeframe and within the stated budget of $416.0 million. The project's Financial Plan will address the success of this goal through its annual updates.

Goal No. 2: Unify project as a continuous corridor

- Objective 1: Coordinate utility relocations for each contract
- Objective 2: Track and obtain necessary right-of-way
- Objective 3: Procure necessary permits
- Objective 4: Coordinate corridor drainage and Construction Sequencing/Maintenance of Traffic

The *I-69 Section 4* construction is anticipated to occur in six (6) construction contracts. Although separate contracts will be awarded, the development and reconstruction of the interstate is being advanced as one, continuous corridor. Thus, coordination between designers, contractors, utility companies, permitting agencies, and staff is important. As the project advances through construction, measurement of the goal can be determined by evaluating the final "look", whether the preparation provided a seamless transition into the multiple construction contracts, and whether the preparation allowed the project to be constructed within the stated budget.

Goal No. 3: Integrate project with community

- Objective 1: Establish Context Sensitive Solutions
- Objective 2: Coordinate noise abatement and design
- Objective 3: Establish and maintain public support
- Objective 4: Provide outstanding Customer Service

The terrain is rolling to rugged with extensive areas of forest interspersed by agricultural pasture and streams. While development is generally sparse, there are many rural residences, some farmsteads and a few subdivisions. Thus, early in the project development phase, the need to integrate the project into the community has been identified. The Context Sensitive Solutions (CSS) components may include aesthetically pleasing noise barriers, bridge treatments, and selected landscaping within the corridor. Mitigation measures may include vegetative screening, roadside ditch enhancements with wetland and wildflower plantings. Measurement of this goal will be the public's acceptance and opinion of the completed product.

3. PROJECT ORGANIZATION CHART, ROLES AND RESPONSIBILITIES

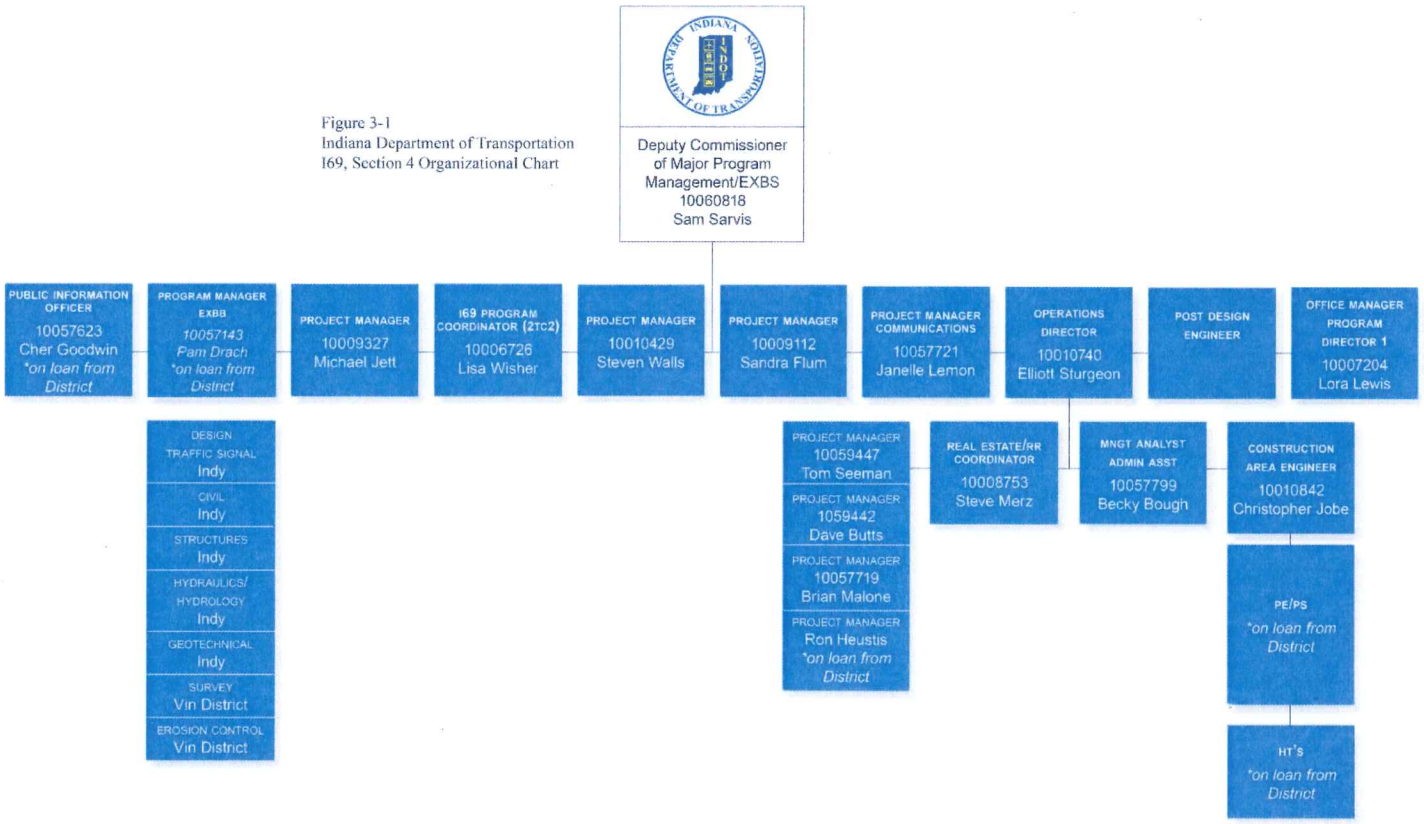
The *I-69 Section 4* Project Team will have experienced key personnel dedicated to the success of the project, with the requisite technical, managerial, leadership, and communication skills needed to proficiently perform the required tasks.

INDOT uses interdisciplinary teams that initiate, plan, execute, control, and close the various phases of the project to make sure its successful delivery. Project success hinges on effectively meeting stakeholder needs or communicating why their needs cannot be met.

The *I-69 Section 4* Project Team consists of state employees, consultants, utility companies, resource agencies, and property owners. Project Team members are responsible for delivering products with the quality promised, and in a timely and cost effective manner. Each team member is an internal customer for some deliverables and a supplier of other deliverables.

Two organizational charts are included in this section as well as a brief description of the Indiana Department of Transportation functions.

Figure 3-1
Indiana Department of Transportation
I69, Section 4 Organizational Chart



INDOT Commissioner

The Commissioner oversees the Department's 3,800 statewide employees as well as the overall INDOT delivery program. Reporting directly to the Governor, the Commissioner is responsible for Central Office operations as well as the operations of the six INDOT districts and 33 sub-districts. In total, the Department is responsible for approximately 11,200 centerline miles and 28,500 total lane miles of Indiana highways. In addition to highways, the Commissioner oversees the regulations of 117 public access airports, 564 private access airports, and 4,500 rail-miles across the State of Indiana.

Deputy Commissioner of Major Programs

The Deputy Commissioner of Major Program reports directly to the INDOT Commissioner. Primary responsibilities of this Deputy Commissioner of Major Programs position is the supervision and implementation of planning, funding and programming, and the overall management of environmental, land acquisition, public relations and customer service disciplines. Executive Broadband Project Managers that specialize in right of way management, project commitments, customer service, interagency coordination, Tier 1 and 2 process management, local public agency coordination, permitting, and various other disciplines are direct reports to this position. Additionally, the management staff of the I-69 Bloomington and Washington Field Offices is under the Deputy Commissioner's supervision. Oversight of the roles and responsibilities of the Operations Director, the Public Information Officer and the Program Manager fall under this executive management position as well.

Operations Director

Primary responsibilities of the Operations Director are to oversee the Consultant Contract, the Design Project Managers, the Utility Coordinator and Construction Engineer. Oversight of the Consultant Contract involves tracking the progress of consultant design firms to ensure contract compliance, tracking minority subcontract compliance, reviewing invoice payments and tracking burn rates for the various contract breakdowns. Oversight of the Design Project Managers involves tracking assignments, balancing workloads, evaluating performance measures, and ensuring delivery of project lettings. Oversight of the Utility Coordinator entails monitoring of the relocation process to the extent that it results in no contract delays due to utility work. The Construction Area Engineer is a direct report to this position as well.

Design Project Manager

The INDOT Project Managers for the *I-69 Section 4* project are responsible for assuring the delivery of their contract assignments. The Design Project Managers attend all meetings, manages the scope and budget of the project, and oversee project approvals. Other responsibilities of a Design Project Manager include:

- Coordinates development of projects from time of programming through construction.
- Coordinates with designers, utilities, right of way, railroads, local public agencies, etc.
- Plans and attends various meetings during the project development.
- Develops or assists in development of the project budget and schedule.
- Monitors project schedule and budget throughout the life of the project.
- Reviews and recommends solutions to the designer, or consultant for project issues.
- Coordinates work of various groups to produce completed contract packages, including Planning, Production, Contracts, and Construction on schedule.
- Provides project updates to various divisions and offices as needed, including the INDOT Executive Staff.

- Provides assistance to Construction post-letting regarding the interpretation of the project intent.
- Reviews requests for changes to design or scope of contracts and makes recommendations to appropriate construction personnel. Communicates directly with all personnel associated with the project to understand and coordinate work to achieve desired results for INDOT.
- Attends Partnering meetings.

Construction Area Engineer

The I-69 Corridor has a Construction Area Engineer whose responsibilities for the *I-69 Section 4* project include:

- Directs work of assigned INDOT Project Engineer's/Supervisors on all Section 4 contracts.
- Attends pre-letting field checks
- Reviews contract documents for constructability and conformance with specifications.
- Sets contract duration prior to letting.
- Assists Operations Director in answering pre-bid questions.
- Makes determinations regarding the proper interpretation of contract documents.
- Makes decisions on issues related to contract administration.
- Refers design or scope change questions to Project Manager and makes recommendations regarding solutions.
- Assigns Project Engineer/Supervisor and inspector to contracts.
- Attends partnering meetings and scheduling meetings.
- Communicates directly with contractor's management personnel concerning contract issues.
- Schedules pre-final inspections.

Program Manager

- Administers agency programs and insures compliance with state and federal eligibility requirements.
- Provides continuous coordination with the INDOT Central Office and Finance Divisions and the Capital Program Management Director on the status of the I-69Managed program of projects.
- Provides a monthly review of the approved budget, amounts programmed in SPMS, and the total
    - People Soft encumbrances and expenditures for the current year and coordinates the reconciliation of the I-69 Managed program to the budget.
- Oversees the quarterly review of all project funding estimates vs. project development progress and approved project schedules to maintain accurate funding levels by fiscal year and assist with program cost control activities.
- Serves on the behalf of the District Deputy Commissioner as the communication agent to the appropriate District staff regarding finance modifications to the current fiscal year capital program as directed by the Executive Committees or Capital Program Management Director.
- Assists Project Managers in the development of Capital Program Change Management Process project applications. Assists the Capital Program Management Team by monitoring progress of applications through the process.
- Develops reports as requested by Deputy Commissioner of Major Programs, Executive Committees or Capital Program Management Director.
- Holds bi-weekly Scheduling and Tracking meetings and tracks lettings for I-69 Managed projects to provide necessary information on the status of projects which affects the timing of project delivery and the availability of funds necessary to let the projects. Monitors the 18-month letting list for concurrence with the State wide program as prioritized by the Capital Program Management Committee.

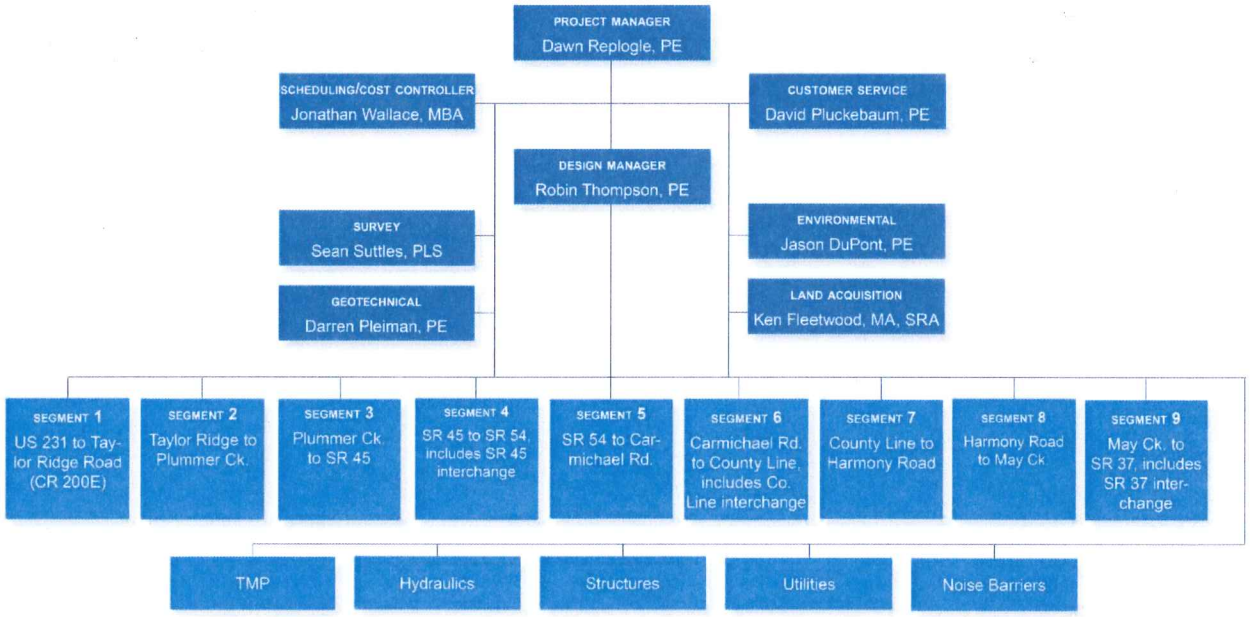
- Proposes and activates/authorizes projects in SPMS to obtain Designation Numbers for new projects. Updates schedules of District Managed Projects in SPMS. Participates in all required training for software upgrades to SPMS and any other job related software, and provides SPMS training, as needed, within the I-69 team.
- Provides District oversight of the development of the Statewide Transportation Improvement Program (STIP) and subsequent STIP amendments and modifications. Assists with the verification of project inclusion in the TIP/STIP.

Public Information Officer

The Public Information Officer's role is to inform the public of the events of INDOT and the I-69 Corridor. Communicating the important information of traffic impacts and data about INDOT's processes as well as answering questions from the media about the agency and projects. Responsible for writing press releases, attending monthly radio shows, giving presentations to various organizations and groups (Rotary, Kiwanis, Chamber of Commerce, etc) as well as begin a new venture of Social Media.

URS *I-69 Section 4* Design Team

Figure 3-2: URS Team Organizational Chart



The *I-69 Section 4* Design Team is responsible for the financial, technical, and the overall management of the project. Primary duties of the design team include:

- Develop complete construction plans for the entire corridor.
- Secure right of way (includes right of way engineering, appraising, purchasing and relocation).
- Provide updated construction cost estimates to INDOT.
- Provide an updated environmental document.

- Develop and implement project's context sensitive design components.
- Develop and implement a project QA/QC plan.
- Develop and implement a comprehensive approach towards public outreach.
- Assist with obtaining necessary permits.
- Develop construction contract packages.

4. PROJECT PHASES

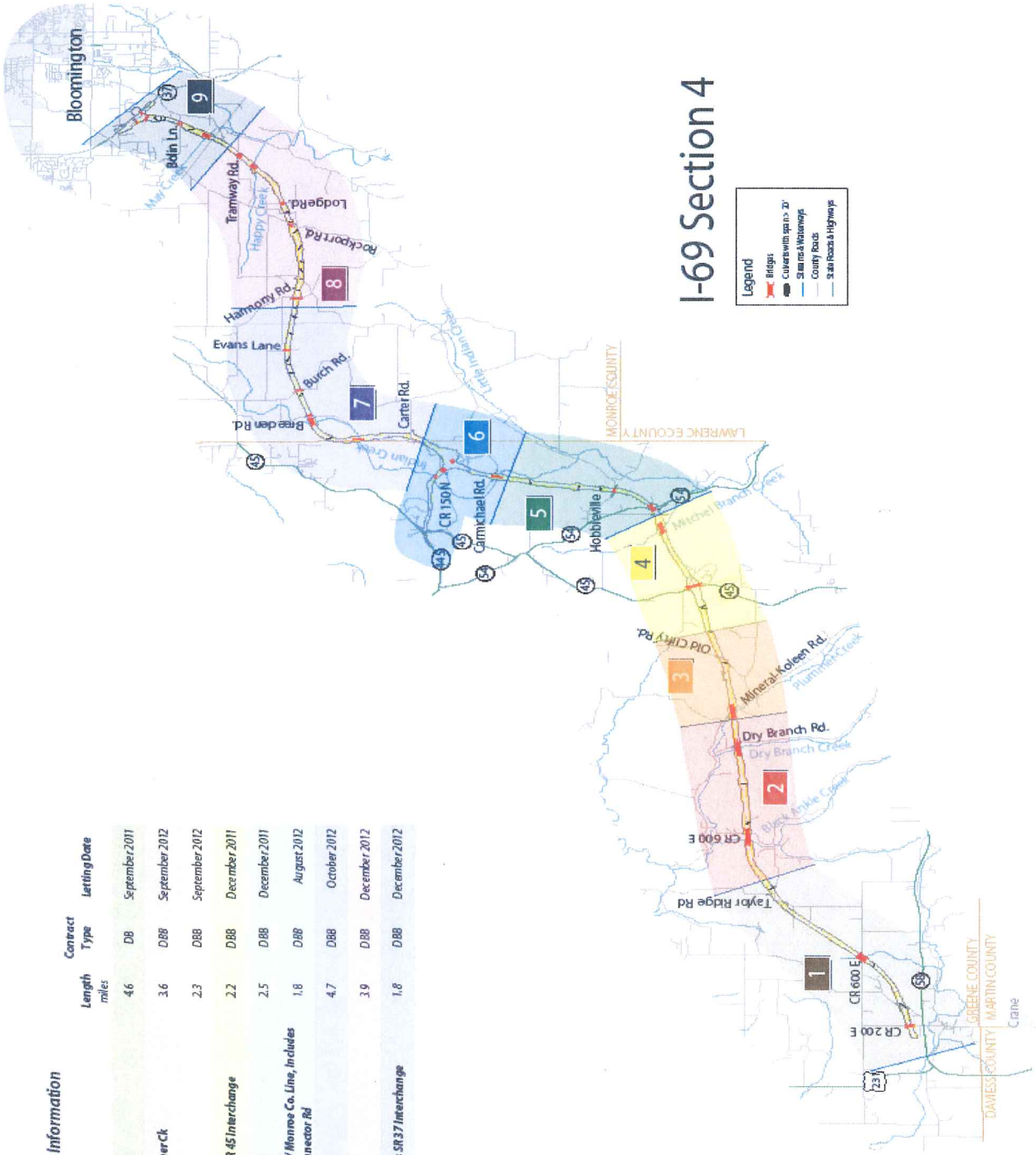
The Draft Engineer's Report, dated July 2010, summarized the geometrics for the roadway and bridge improvements for the project. The report also outlined an initial preferred alternate and a low cost alternate.

The initial design criteria for construction of *I-69 Section 4* corridor summarized in the report is based upon an assumed typical section with an 84-foot median. After further studies and based on Level of Service of I-69 in the design year of 2030, it was determined that the median width could be reduced to a 60-foot median. The typical section used in the initial development has two 12-foot wide lanes in each direction separated by a 60-foot wide depressed median. The median includes two 5-foot usable inside shoulders. The clear zone was a minimum 35-foot that contains 11-foot wide usable shoulders. The average right-of-way for the initial design criteria was approximately 500 feet; however, the width varies depending on the terrain and accessibility.

Additional refinements were made to the initial design criteria and were labeled the "Low Cost" design criteria. The biggest difference was a reduction in the clear zone to 31-foot wide outside clear zone. The low cost vertical alignment was developed using a 20 MPH maximum truck speed reduction to calculate the maximum length of grade. This allowed the vertical alignment to more closely match the existing terrain within Section 4.

Based on identified project goals and constraints, the design team developed a plan for the construction contracts and sequencing of the contracts. The contracts and schedules are depicted in Figure 4-1.

Figure 4-1: I-69 Section 4 Design Segments and Construction Schedule



Preliminary Segment Information

Contract	Description	Length miles	Contract Type	Letting Date
1	US 231 to Taylor Ridge Rd	4.6	DB	September 2011
2	Taylor Ridge Rd to Plummer Ck	3.6	DBB	September 2012
3	Plummer Ck to SR 45	2.3	DBB	September 2012
4	SR 45 to SR 54, Includes SR 45 Interchange	2.2	DBB	December 2011
5	SR 54 to Carmichael Road	2.5	DBB	December 2011
6	Carmichael Rd to Greene / Monroe Co. Line, Includes Co. Line Interchange / Connector Rd	1.8	DBB	August 2012
7	Co. Line to Harmony Rd	4.7	DBB	October 2012
8	Harmony Rd to May Ck.	3.9	DBB	December 2012
9	May Ck. to SR 37, Includes SR 37 Interchange	1.8	DBB	December 2012

5. PROCUREMENT AND CONTRACT MANAGEMENT

The construction of the *I-69 Section 4* project will be procured through the standard INDOT design-bid-build procurement and the standard Design-build process. In the design-bid-build process, the bidder reviews the plans, specifications, the items of work, and the estimated quantities to prepare a bid. Items of work shown in the estimate and in the quantity sheets of the plans are the Engineer's Estimates. Actual quantities performed in the field may vary slightly. However, prospective contractors use the estimates provided for each project, unless otherwise directed. This method of procurement can be divided up into three distinct, sequential stages:

- Contract advertisement;
- Bidding and contract award; and,
- Construction and construction oversight of the facility

Information for prospective bidders/contractors can be found at:

http://www.in.gov/dot/div/contracts/letting/index.html

This information includes the following categories:

- General Information
- Instructions
- Standards and Specifications
- Publications, Manuals and Forms.
- Letting Information
- Bid Tabulations

Prior to the letting of the contract, INDOT will assign a Project Engineer to manage the construction of the contract. The Project Engineer will manage the construction of the project as well as manage the contracting process. Change orders, supplemental agreements, etc. will be reviewed by the Project Engineer prior to subsequent approval.

Construction Packaging

Significant consideration and evaluation will be conducted by INDOT and the *I-69 Section 4* Design Team to determine the:

1) The number construction packages;
2) Monetary value of such packages;
3) Construction duration;
4) Maintenance of Traffic for each construction package.

The *I-69 Section 4* project has preliminarily been divided into six (6) construction contract packages. They include:

1) Construction begins at the northern limits of Section 3, east of the US 231 interchange and runs in an easterly direction. East of CR 215E, the corridor curves to the northeast and ends approximately 1000 feet east of CR 450S in Greene County. The total length of this construction package is approximately 4.54 miles long and is design segment 1 in figure 4-1 and includes Crossing Dry Branch Creek and the following County Roads; CR 200E, CR 215E, CR 600S, CR 440E and CR 475E.

2) Construction begins at the northern terminus of construction package 1 in Greene County and extends northeast for 5.72 miles and ends approximately 0.56 miles west of SR 45. This construction package is design segments 2 and 3 in figure 4-1 and includes crossings over Black Ankle Creek, Dry Branch Creek, Plummer Creek and the following County Roads; CR 600E, CR 750E and CR 360S.

3) Construction begins at the northern terminus of construction package 2 in Greene County and extends for approximately 4.64 miles northeasterly to approximately 2000 feet south of Indian Creek. This construction package is design segments 4 and 5 in figure 4-1 and includes crossings over Clifty Branch and Mitchel Branch Creeks and the following County Roads; CR 1250E and CR1260 E, this package also includes an over pass over SR 54 along with a proposed rural diamond interchange at SR 45

4) Construction begins at the northern terminus of construction package 3 in Greene County and extends for 1.8 miles northeasterly to approximately the Greene/Monroe County Line. This construction package is design segment 6 in figure 4-1 and includes an extended SR 445 from SR 45 to I-69. There are 2 crossings of Indian Creek and crossings CR 35 N and Carter Road. The intersection of SR 45 and SR 445 will also be reconstructed. A proposed interchange will be constructed at the new intersection of SR 445 and I-69.

5) Construction begins at the northern terminus of construction package 4 at the Greene/Monroe County line and extends in an easterly direction for approximately 4.73 miles to approximately Harmony Road in Monroe County. This construction package is design segment 7 in figure 4-1 and includes two additional crossings of Indian Creek and the following County Roads; Breeden Road, Burch Road and Evans Lane in Monroe County.

6) Construction begins at the northern terminus of construction package 5 at the Greene/Monroe County line and extends in an easterly direction for approximately 5.68 miles to SR 37 in Monroe County. This construction package is design segments 8 and 9 in figure 4-1 and includes crossings of Clear Creek and the following County Roads; Harmony Road, Rockport Road, Lodge Road and Tramway Road. The package also includes a proposed interchange at SR 37 and I-69 intersection in Monroe County. .

Contract packages will be designed such that all contracts can be completed within two (2) to three (3) construction seasons. Although no monetary limit was prescribed for each of the contracts, contract packages are expected to range from $10 million to $150 million. In addition, the maintenance of traffic plan within each contract will be designed to keep the same number of existing traffic lanes available during construction as currently exists. Short-term restrictions may be required for beam placement, barrier placement, and other construction activities.

INDOT will utilize in-house staff for the monitoring of construction activities. Outside construction services are not anticipated to be utilized during construction.

6. COST BUDGET AND SCHEDULE

Title 23, Section 106(h) requires agencies that utilize federal financial assistance on projects that have an estimated total cost from $100 million or more to prepare an annual financial plan. In 2005, Congress passed the Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users (SAFETEA-LU). This legislation defined a "Major Project" as one with cost of $500M or more. The *I-69 Section 4* project meets the criteria as a "Major Project" and thus, will have both a Financial Plan and associated annual updates.

The *I-69 Section 4* project is a new four (4) lane highway from US 231 in Greene County to SR 37 in Monroe County, a distance of approximately 27.0 miles. This section includes three (3) interchanges at SR 45, the Greene/Monroe County Line and at SR 37.

The programmed cost of the *I-69 Section 4* project is currently estimated at $600.1 million. Because FHWA has not yet issued a Record of Decision for this project, the estimate in the financial plan is based on the Refined Preferred Alternative as defined in the Section 4 FEIS, issued in July 2011. This amount includes design development, environmental preparation, right of way acquisition, construction, potential change orders, and construction inspection/administration. A combination of Federal and State money will be utilized to fund the project. Federal funding will utilize National Highway System dollars while state funding will utilize Indiana Toll Road lease proceeds and funding from the State Highway Fund.

Costs associated with the project will be monitored throughout the 2011-2014 construction time period. This *I-69 Section 4* Financial Plan will be monitored and updated on an annual basis beginning in July 2012. The Indiana Department of Transportation will submit a Financial Plan update to the Federal Highway Administration each July. This update will specify updated cost information as the project advances contracts into construction.

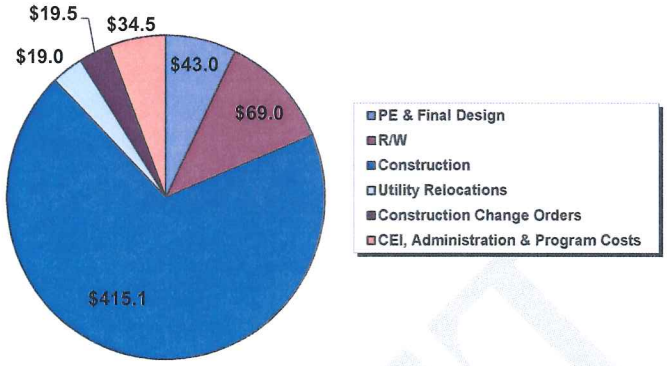
The total cost-to-complete, for *I-69 Section 4* major project phases, are presented in Table 6-1 and in Chart 6-1 in pie chart format.

Table 6-1: *I-69 Section 4*

Cost Estimate
(2010 $million's, escalated)

PROJECT PHASE	TOTAL
PE, Environmental & Final Design	$43.0
Right of Way	$69.0
Construction	$415.1
Utility Relocations	$19.0
Construction Chg. Orders/Project Contingency	$19.5
CEI, Administration & Program Costs	$34.5
Total	**$600.1**

Chart 6-1 I-69 Section 4
Cost by Phase
Total Cost - $600.1 million



7. PROJECT REPORTING AND TRACKING

Project tracking and reporting systems are key elements in ensuring the project budget and schedule are maintained to the maximum extent possible, the project is completed with the highest degree of quality, and compliance with federal regulations are met. INDOT has several means by which to track and report project activities. INDOT independently maintains and manages each of these systems.

Tracking

The following are tracking mechanism being utilized to track the progress of the *I-69 Section 4* project:

1. Indiana Statewide Transportation Improvement Program (INSTIP) FY 2012 - FY 2015 – Latest Version

   The INSTIP document sets forth INDOT's current programs to preserve and improve motorists' ability to travel safely across Indiana, to improve economic development, and to provide convenient accommodations. Every one to two years, INDOT updates this document and conducts public information meetings on the future programs. These meetings are conducted in each of the six INDOT districts. This document, including all of the planned projects for the next three years, can be viewed at the following web site:

   http://www.in.gov/indot/2348.htm

2. 18-Month Letting List – This documents all projects that are scheduled for letting for the upcoming 18-months. The list can be viewed at:

   http://www.in.gov/dot/div/contracts/letting/

3. Internal Scheduling Meetings – Each month, INDOT managers and schedulers meet to review the projects scheduled for letting during the next 18 months. Progress reports, project challenges, and other related project information are reviewed at this meeting.

4. Scheduling and Project Management System (SPMS) – This internal tracking and scheduling software is the main project scheduling software used by INDOT. SPMS tracks and records project cost, project cost history, project managers, key milestone dates, right-of-way acquisition information, and other project-related information. All changes to project information are stored in a project history file, and thus, a historical background of the project can be obtained in short time.

5. Capital Projects Funds Management Team – On a biweekly basis, the Capital Projects Funds Management Team analyzes project financial data from SPMS and Peoplesoft for accuracy and for expected and unexpected changes. Any data variance is reconciled with the project manager. The data is compiled into standard Capital Program progress reports for the Executive Funds Team.

Reporting

The need to continuously and accurately report cost increases, schedule changes, deficient quality items and the causes, impacts, and proposed measures to mitigate these issues is paramount to effectively manage, administer, and protect the public investment in a major project. Variances are identified and appropriate action is taken to either integrate these measures at the project level or within the agency, if possible. In cases that variances are caused by more systemic issues, these are addressed with the top management at INDOT, and an appropriate action plan is developed and enacted.

The *I-69 Section 4* Design Team is developing the plans and construction documents for the length of the project, reporting percent complete, progress to date, and updated project information to INDOT on a monthly basis. The *I-69 Section 4* Design Team will be reviewing bid tab information from each contract and will update the construction estimate on a quarterly basis.

Once each contract is let, the contractor will provide the INDOT Project Engineer a report on the project cost and schedule. The contractor will provide an excel report showing the amount utilized of each pay item during the life of the project. The Project Engineer will review this report for accuracy and approve.

During construction, the contractor will have weekly construction meetings. The purpose of the meeting will be to advise the INDOT Project Engineer, staff, and employees on the work activities for the week as well as address project concerns and opportunities.

INDOT Executive Funds Team

In 2010, INDOT established the INDOT Executive Funds Team (EFT) as the Capital Program oversight and reporting mechanism. The purpose of EFT is to allocate construction funds for all capital program projects, including major new capacity projects on the state, interstate, and U.S. Routes, manage system performance through asset management and manage unexpected change. The EFT meets on biweekly recurring schedule. EFT duties are summarized as follows:

- Prioritize Major New Capacity and Preservation projects for INDOT;
- Fund for construction, the 5 year program of Major New Capacity and Preservation projects;
- Publish a project selection process to prioritize Major New Capacity and Preservation construction projects;
- Keep the Capacity Program in reasonable fiscal balance;
- Provide conduit for customer and stakeholder input; and,
- Approve Project Development cost increases.

During the project development process for the *I-69 Section 4* project, the Project Manager keeps the EFT informed of anticipated cost increases. If an estimated construction estimate has a significant increase, the Project Manager must initiate the change through INDOT's Change Management Process to receive EFT approval. The EFT will review the increased cost estimate and either approve the increase as stated or reject the request.

Executive Funds Team Members

It has seven voting members (through consensus) and is facilitated by the INDOT Capital Projects Fund Management Director. The voting members of the Committee are:

- INDOT Commissioner
- Deputy Commissioner of Engineering Services and Technical Support
- Deputy Commissioner of Operations
- Deputy Commissioner of Capital Program Management
- Deputy Commissioner of Major Projects
- Chief of Staff
- Chief Financial Officer/Deputy Commissioner of Finance

Non-voting EFT members include:

Division Directors of Project Management, Budget and Project Accounting and Capital Projects Fund Management

Account Changes/Change Orders

During construction, the Project Engineer will review and track all account changes and change orders. Total construction cost will be closely monitored.

Project Activities and Deliverables

The following are project highlights of recent activities and deliverables:

- March 24, 2004 – INDOT received a Record of Decision from FHWA on the Tier 1 Final Environmental Impact Statement.

Upcoming Events

A summary of the project schedule can be viewed at the following website address:

www.i69indyevn.org

Action Items/Outstanding Issues

- Noise Walls

  The process for determining whether or not a noise wall is to be included in the final design plans has been an issue. Specifically, the decision to include or not to include a noise wall is made with public input after design assumptions. If the assumption does not coincide with final outcome/determination, several design impacts may occur due to revisions. The *I-69 Section 4* Design Team is responsible for conducting the noise wall analysis and determining the locations along *I-69 Section 4* project where noise barriers are deemed "reasonable and feasible" according to INDOT and FHWA July 13, 2011 noise guidance at:

  http://www.in.gov/indot/files/INDOTNoisePolicy(1).pdf

- Permits

  See Section 12

- Utilities

  Utility relocations are currently being identified and are anticipated to occur for the next 2-3 years throughout the corridor. Electrical, phone, gas, water, pipe lines, cable, and fiber-optic lines are being relocated as part of this project. The *I-69 Section 4* Design Team along with INDOT are coordinating utility relocation with all utility companies within the corridor and are focusing the utility relocations as defined by the construction schedule.

  Four major transmission lines are within the corridor. The first is a 69 kV line that runs north-south just east of US 231. The second is a 138 kV line that is west of SR 54, along CR 1250E, that crosses to the east side of the corridor north of CR 1260 E. Both of these are owned by Hoosier Energy. The other two are owned by Duke Energy and are 138 kV lines. One line runs parallel to the Vectren gas line in the vicinity of Tramway Road. The other is located southwest of SR 45.

- Right-of- Way Acquisition/Clearing

  See Section 13

8. INTERNAL AND STAKEHOLDER COMMUNICATIONS

INDOT utilizes an internal Project Manager to serve as the gatekeeper for most project communications. The Project Manager in turn relays schedule adjustments, cost modifications, etc. to the Executive Funds Management Team (see Chapter 7). The INDOT Project Manager also communicates regularly to the project design team and the Federal Highway Administration in order to foster efficient communication between the design team and INDOT.

Once the project enters construction, the construction Project Engineer will be the gatekeeper of communication in the construction field.

Customer Services and Public Involvement

Due to the size of the *I-69 Section 4* project, the project has a Communications Plan and a Customer Services Manual. These plans include the following:

Customer Services

I-69 Section 4 project affects many property owners and those in the community. INDOT and the URS Team are committed to providing Customer Services to those parties. Continual communication will allow property owners and those affected by the *I-69 Section 4* project to keep informed about the project impacts and work activities. Communications will begin with Kitchen Table Meetings with each property owner so that each property owner understands the impacts to their property, the land acquisition process, project schedule, and know that they have a Customer Services Representative available to answer their questions at any time. The communications with those affected by the *I-69 Section 4* project will continue throughout the project. Property owners and those that have an interest in the properties will be contacted during the development of the project. As the project develops, the property owners will be informed of right-of-way and design changes that affect their parcel. They will receive schedule updates. They will receive responses to their questions.

All project personnel will receive Customer Services Training and identification badge prior to any field activities. The training will include; surveyors, geotech consultants, land acquisition personnel, environmentalists and engineering staff. Each project team member will be trained to recognize that each person and their property will be treated with respect. They will be instructed about the proper communications that they will have with property owners and those they encounter in the field. The project team member will be instructed to present identification badge to property owners upon entrance to the property. They will be trained to be safe.

Kitchen Table Meetings

One of the first activities to be completed by the URS Team will be to conduct Kitchen Table Meetings with each property affected by the *I-69 Section 4* project. The general intent of the Kitchen Table Meetings is to inform each property of the project impacts, explain the project processes including land acquisition, provide the schedule of events, explain the field work activities, gather current contact information, gather information about property access, and to answer their questions in a casual comfortable situation. The benefits of the meetings are that the property owners are better informed and they feel that they have someone that they can talk to about their situations and respond to their questions. Another major benefit is the information gained by the project team.

Continuous Customer Services

Communication with the property owners will continue throughout the project. The Kitchen Table meetings are just the introduction to the project communications. Once a Kitchen Table meeting has been held, the property owners' questions from the meeting will be researched and a response provided to the property owner. Any time field work will be performed the property owner will be contacted and told what work will occur, prior to the field work being started. The property owner will be informed who will perform the field work and when it will be performed. This communication is completed each time a new work activity is performed in the field.

Property owners have direct access to the projects Customer Services Representatives. The property owners are provided e-mail addresses and cellphone numbers of the Customer Services Representatives. This provides the property owner easy access and quick responses to their questions.

Additional communications are provided to property owners with messages distributed via post cards, telephone calls and e-mails. Project updates using these communication tools will be provided throughout the project to keep those affected by the project abreast of the latest project information.

Customer Services Training

All project personnel that could be in contact with property owners and the public are required to attend Customer Services Training. The training focuses on the following goals.

- treat those affected by the project with respect,
- listen to their concerns,
- answer their questions honestly and timely,
- and, to recognize that we can help those impacted by the project.

The training will be completed for individuals prior to each project employee being able to perform any field work.

Public Involvement

A Communications Plan will be developed that outlined the program and schedule for Public Involvement for the *I-69 Section 4* project. The Communications Plan has the following objectives;

- Educate all audiences about statewide safety, economic, & time savings benefits of I-69
- Educate all audiences about status of environmental studies, design and construction for I-69 project
- Ensure all key audiences have credible, accurate and timely information about the I-69 project
- Increase the amount of meaningful public participation through environmental studies, design & construction
- Engage community stakeholders to work collaboratively with INDOT to deliver a project that fits the community's needs.

The Communications Plan will address Key Messages;

- I-69 Project information including NEPA studies, design and construction information.
- Safety
- Economic benefits and impacts
- Social and educational impacts
- and, funding.

The Communications Plan includes the following components; Customer Services, Bloomington Project Office and stakeholder meetings. Customer Services is addressed previously.

Bloomington Project Office

The URS Team and INDOT will staff the Bloomington Project Office on a daily basis. INDOT has one full-time person assigned to the project office. The URS Team has a customer service representative(s) at the project office daily. These individuals will meet with office guests and visitors. They will address the visitors' and provide project information, answer their questions or if necessary, provide responses to unanswered questions at a later date.

Stakeholder Meetings

Engaging critical local officials and planners throughout the development of *I-69 Section 4* is critical. As well, various interest groups such as neighborhood associations, emergency responders, schools, utility providers, business groups, etc can benefit, provide and receive valuable information during the design and eventual construction of this section. The URS Team will coordinate these meetings and work with INDOT to ensure the appropriate project representatives are in attendance at these meetings. Key activities are: public outreach meetings, news releases, media meetings, Op-Eds, meetings with elected officials, continuation of the I-69 speaker's bureau, and updated website.

Web Site

INDOT's I-69 Project Management Consultant will update the project website. The URS Team will participate in that process and provide information as required.

Internal Communication Plan

During the development of the project, the *I-69 Section 4* Design Team Project Manager will serve as the conduit for all internal project communication between INDOT, and the design team members. At least one member of the outreach team will attend each design meeting. This is essential for keeping up with the project's development and creating materials for the Web site and e-newsletter.

During construction, the Project Engineer will serve as the liaison for construction-related information. During construction, the Project Engineer will coordinate with the INDOT Project Manager, the District Communications Director, and the Area Engineer on project-related information. The contractor will report to the Project Engineer whereas the District's Communication Director will be the public spokesperson of the project. Requests and inquiries from the general public are coordinated through the INDOT

9. PROJECT MANAGEMENT CONTROLS

Risk Management Plan

Risk Management is a systematic process to identifies, analyzes, and responds to project risk throughout all phases of the project and should be documented accordingly. The plan should result in maximizing the probability and consequence of positive events and minimizing the probability and consequences of adverse events. This process should be evaluated periodically throughout the project's life cycle.

The ability to deliver projects on time and for the committed cost is crucial to the credibility of INDOT. To better achieve the delivery of projects on schedule and within budget, INDOT has focused on improving the processes related to project delivery and project quality.

INDOT Project Management Training

Although INDOT does not currently have a specific Risk Management Plan, in 2007, INDOT began offering technical and project management training to its employees. In the spring 2007, INDOT Project Managers completed a 3-day Project Management training course. The training course focused on:

- The project management process
- Project scheduling
- Advanced project management (management of scope, schedule, and budget)

INDOT will continue providing training in risk and project management.

Planned INDOT Risk Management Plan

INDOT will develop a Risk Management Plan for this project as with other major capital projects. This planned effort will result in the systematic process of planning for, identifying, analyzing, responding to, and monitoring project risk. It will involve processes, tools, and techniques that will assist the project managers in maximizing the probability and consequences of positive events and minimize the probability and consequences of adverse events.

Project risk management is most effective when first performed early in the life of a project, but is a continuing responsibility throughout the project. The project risk management process will help project teams to make informed decisions regarding project alternatives. Risk management also will encourage the project team to take appropriate measures to minimize adverse impacts to project scope, cost, schedule, and avoid management by crisis.

When fully implemented, the project manager and project team members will jointly develop a written plan that enables them to identify, assess, quantify, prepare a response to, monitor, and control capital project risks. The Risk Management Plan will include risk identification, analysis, appropriate response strategy, monitoring, and control. The Plan will be continually managed and re-evaluated throughout the project's development process. The plan will be re-assessed at major project milestones. Risk status reports also will be produced which will be tracked by the Project Management Team.

INDOT will provide FHWA with status reports on its efforts to develop a Risk Management Plan and process.

Coordination Meetings

In an effort to reduce risk, regular coordination meetings are being conducted during the development process and will be conducted during construction. Some of these meetings include:

- Bi-Weekly Design Team Meetings – During project development, the *I-69 Section 4* Design Team will meet bi-weekly to discuss the progress to date, upcoming deliverables, and work in progress. INDOT will participate as needed.
- Weekly Coordination Meetings – During project development, the *I-69 Section 4* Design Team, INDOT, FHWA, and major stakeholders like Greene County, Monroe County and others will meet to discuss project schedule, work activities, other pertinent project information.
- Monthly Operations Meetings – During project development, the *I-69 Section 4* Design Team will hold monthly Project Operations meetings including the Project Manager, other key management staff to monitor and control project focus, budget and schedule. This team will develop specific recovery methods for the design team to maintain project budget and schedule commitments.
- Constructability Reviews – Constructability reviews will take place during the development of the project at the major milestones of Stage 1 and Stage 3 plan development. The constructability reviews will highlight methods to save costs during construction.
- Field Checks – Preliminary and final field checks will take place during the project development.
- SharePoint Training – The *I-69 Section 4* Design Team is utilizing the document control software, SharePoint, for document control. Documents, plans, and other project-related information are stored in this environment. Since all users are able to view real-time documents, utilizing this software reduces risk of viewing or utilizing dated information. The *I-69 Section 4* Design Team provides SharePoint training for all project participants and major stakeholders.

Scheduling/Cost Tracking Software

The *I-69 Section 4* Design Team is utilizing Primavera software for its master scheduling activities. Costs are being tracked in a Microsoft (MS) Excel series of spreadsheets. Utilizing MS charts, graphs, and other graphical scheduling representations, the information is shared between the *I-69 Section 4* Design Team and INDOT on a regular basis according to major milestones of project plan development.

INDOT utilizes its own Scheduling and Project Management System (SPMS) software to track and monitor both the cost and schedule of the project. Each system is regularly updated and compared to ensure consistency.

Contracting Strategies

Various contracting strategies were investigated to minimize project costs and achieve INDOT's project goals. Contracting strategies can be considered as both the design approach to each contract as well as the actual contracting mechanisms.

Various design approaches influenced and enhanced the overall contracting strategies such as:

- Contract packaging – Beginning with determining, in broad terms, preferred construction packaging based on overall construction sequencing of the corridor and included consideration of the project schedule, funding, and local contractor capabilities, and handling of traffic.
- Standardization– Standardizing the corridor through logical repetition of design elements throughout project length achieved a consistent look and economies of scale throughout each contract.
- Contract sequencing – Coordinating the contract packaging to optimize the benefits achieved by each contract by the earliest timeframe within a logical construction progression.

Individual contracting mechanism strategies which will be considered include but not limited to:

- Fabrication Contracts – Establishing independent contracts to fabricate and deliver specific project elements in an effort to group like items and reduce costs. Structural steel, and noise barrier installation were among the elements considered for fabrication implementation.
- A+B Contracts – Incorporating bidding for materials and schedule into the bid item to encourage schedule efficiency. INDOT will evaluate the potential use of A+B bidding prior to the preparation of each contract package. No determinations have been made on this strategy.
- Incentives and Disincentives – Establishing appropriate awards and penalties for achieving defined contract milestones. INDOT will evaluate the potential use of incentives and disincentives prior to the preparation of each contract package. No determinations have been made on this strategy.

Value Engineering/Constructability Reviews

Contractor Outreach Meetings

In some cases, INDOT will host "pre-bid" meetings. The purpose of these meetings is to educate prospective bidders on the contract's specifications, time commitments, special provisions, and other pertinent contract requirements. No determinations have been made as to whether special "pre-bid" meetings will take place on the *I-69 Section 4* project's multiple contract lettings.

Partnering

INDOT has utilized a partnering program between the Contractor's and the Department's personnel on past projects and the *I-69 Section 4* project would be a candidate to further implement that program. Representatives from both the Contractor and INDOT will be expected to attend a workshop and regularly-scheduled follow-up meetings to develop a statement of goals. In addition, methods of communication, project contacts, and other project information will be communicated to all attendees.

Attendees at the partnering workshop may include INDOT Central Office and District personnel, the INDOT District Equal Employment Officer, designers, project engineers, prime and subcontractor personnel, emergency responders, and utility company representatives.

A facilitator will facilitate the partnering workshop(s). The facilitator will be experienced in conducting partnering workshops and will be responsible for preparing and distributing workshop meeting minutes. The facilitator shall compile and publish a summary of these successes and failures for distribution to all participants.

Change Order and Extra Work Order Procedures

On January 4, 2010, INDOT issued Construction Memorandum 10-01 to all INDOT District Directors, District Highway Operations Directors, District Construction Engineers, District Testing Engineers, District Area Engineers, and Project Engineers/Supervisors. This construction memorandum established the current change order and time extension policies. The memorandum can be viewed at:

http://www.in.gov/dot/div/contracts/conmemo/10-01.pdf

Claims Management

INDOT will monitor and manage the claims management as part of the construction of the *I-69 Section 4* project. As stated Section 105.16 in the *INDOT 2012 Standard Specifications Manual*, the following is the action required for claims:

> **105.16 Notice of Changed Conditions and Claims**
> If the Contractor requests a contract adjustment for a changed condition, notification shall be made in writing before the work is begun or expenses relating to the request are incurred. The written notification of a changed condition shall be submitted to the Engineer and shall include the following minimum information.
>
> 1. A statement that the submittal is notification of a changed condition.
> 2. The date the circumstances believed to have caused the changed condition were discovered and an explanation of how and by whom the changed condition was discovered.
> 3. A detailed and specific statement describing the nature and circumstances of the changed condition
> 4. A statement of the estimated effect of the changed condition on the controlling operation and the cost and contract time of the project.
>
> If written notification of a changed condition is not given and the Engineer is not afforded the opportunity to remedy the changed condition, then no request for a contract adjustment will be considered. Notification of a changed condition and the estimate of the cost of the change shall not be construed as validation of a changed condition. If the Engineer determines that a contract adjustment is due, payment will be made as provided in the standards, herein.

For more information about the standards for claims, see the following.

http://www.in.gov/dot/div/contracts/standards/book/sep11/sep.htm

Contractor Insurance Programs

Prior to commencing construction, the selected Contractor shall obtain and thereafter keep in-force, the following insurance coverage provided by insurance companies acceptable to the Department, and authorized to transact business under the laws of the State of Indiana. Certificates of insurance shall be filed with the Department. The Department may temporarily accept an insurance binder pending receipt of the certificate of insurance.

When Railroad Protective Liability insurance, in accordance with 103.04(d), is required, the original policy shall be submitted to the railroad company with a copy transmitted to the Department. In addition,

certificates of insurance shall be provided to the railroad on forms satisfactory to the railroad, covering the Contractor's Commercial General Liability and Business Automobile Liability insurance.

Other information related to insurance can be found at:

http://www.in.gov/dot/div/contracts/standards/book/sep11/sep.htm

Contractor Insurance

Section 100 of the *INDOT 2012 Standard Specifications Manual* prescribes required contractor insurance requirements. This chapter states that prior to commencing work activities, the Contractor shall obtain and thereafter keep in force the following insurance coverage provided by insurance companies acceptable to the Department and authorized to transact business under the laws of the State of Indiana. Certificates of insurance shall be filed with the Department. In addition, Section 103.04(e) contains information on: Owner's and Contractor's Protective Liability Insurance Coverage for Operations of Designated Contractor.

This and other information can be found at:

http://www.in.gov/dot/div/contracts/standards/book/sep11/sep.htm

INDOT Standard Specifications and Supplemental

INDOT 2012 Standard Specifications Manual contains the latest contractor information and plan specifications. The reference book addresses all design and contracting elements. This reference book can be viewed at:

http://www.in.gov/dot/div/contracts/standards/book/index.html

10. DESIGN CRITERIA AND QUALITY ASSURANCE/QUALITY CONTROL

Design Standards

INDOT design standards meet or exceed standards published by the American Association of State Highway and Transportation Officials (AASHTO). The Federal Highway Administration recognizes AASHTO standards. Specifications in the *Indiana Design Manual* meet or exceed the AASHTO guidelines. The project meets all specifications identified in the *Indiana Design Manual* except where a design exception has been requested and approved by the appropriate party. This process is documented within the *Indiana Design Manual*. *The Indiana Design Manual* can be viewed at:

http://www.in.gov/dot/div/contracts/standards/dm.html

General design criteria for the project roadways are indicated below. A complete listing of all the project design criteria is located in Appendix A.

ROAD	I-69 STATION	COUNTY	FUNCTIONAL CLASSIFICATION (RURAL)	PROJECTED CROSSROAD OVER / UNDER	POSTED SPEED (MPH)	DESIGN SPEED (MPH)
I-69 Mainline (Line "A")	N/A	Greene / Monroe	4R, Interstate Freeway	N/A	N/A	70
CR 200 E (Line "S-2")	151+12	Greene	3R, Local	CLOSED		
CR 215 E	174+00	Greene	3R, Local Minor Collector	UNDER	NP: 55	35
CR 600 S	238+69	Greene	3R, Local	CLOSED		
CR 440 E	333+00	Greene	3R, Local	CLOSED		
CR 450 S	344+00	Greene	3R, Local	CLOSED		
CR 475 E Access Rd #1 (Line "S-6" / "AR-1")	344+00	Greene	3R, Local	CLOSED		
CR 580E / CR 600 E (Line "S-7")	414+68	Greene	3R, Local Minor Collector	UNDER	NP: 55	35
CR 750 E / Dry Branch Rd (Line "S-8")	518+82	Greene	3R, Local	UNDER	NP: 55	35
CR 360 S / Mineral-Koleen Rd (Line "S-9")	552+59	Greene	3R, Local Major Collector	UNDER	NP: 55	55
Access Rd #2 / Pine & Spruce (Line "S-27" / "AR-2")	595+00	Greene	3R, Local Minor Collector	N/A		35
CR 975 E (Old Clifty Rd) (Line "S-10")	611+00	Greene	3R, Local	CLOSED		
SR 45 (Line "S-11)	694+54	Greene	3R, State Major Collector	OVER	55	55
CR 1250 E (Line "S-12N")	779+00	Greene	3R, Local	CLOSED		
CR 1250 E Access Rd #4 (Line "S-12" / "AR-4")	780+00	Greene	3R, Local	N/A	NP: 55	40
SR 54 (Line "S-13")	787+39	Greene	3R, State Major Collector	UNDER	55	55
CR 1250 E Access Rd #5 (Line "S-28" / "AR-5")	790+00	Greene	3R, Local	N/A	NP: 55	35

CR 1260 E / Hobbieville Rd (Line "S-14")	827+29	Greene	3R, Local	OVER	NP: 55	35
CR 35 N / Carmichael Rd (Line "S-15")	935+63	Greene	Local Minor Collector	UNDER	NP: 55	55
SR 445 (Connector Road) (Line "C")	976+74	Greene	4R, State Collector	UNDER	N/A	55
SR 445 (Line "C")	976+74	Greene	4R, State Collector	N/A	55	55
SR 45 @ SR 445 (Line "SR-45")	976+74	Greene	4R, State Collector	N/A	55	55
CR 150 N / Carter Rd (Line "S-16")	976+74	Greene	3R, Local	UNDER	NP: 55	30 (east); 55 (west)
Carmichael Rd / CR 35	976+74	Monroe	3R, Local	UNDER	30	30
Carter Rd / CR 150 N	1022+00	Monroe	3R, Local	CLOSED		
Breeden Rd (Line "S-17")	1127+84	Monroe	3R, Local Minor Collector	UNDER	NP: 55	40
Burch Rd (Line "S-18")	1158+30	Monroe	3R, Local	CLOSED		
Evans Lane (Line "S-19")	1203+13	Monroe	3R, Local	CLOSED		
Harmony Rd (Line "S-20")	1259+42	Monroe	3R, Local Minor Collector	OVER	35	35
Rockport Rd (Line "S-22")	1340+41	Monroe	3R, Local Major Collector	UNDER	35	35
Lodge Rd (Line "S-23")	1364+26	Monroe	3R, Local	UNDER	30	30
Tramway Rd (Line "S-24")	1429+87	Monroe	3R, Local	UNDER	30	30
Bolin Lane (Line "S-25")	1493+21	Monroe	3R, Local	UNDER	35	35
SR 37 (Line "SR-37")	1533+92	Monroe	4R, State Arterial	OVER	60	60

Note: All roads not posted (NP) are assumed to be 55 mph.

Design Quality Assurance/Quality Control (QA/QC)

This document outlines the general guide of the QA/QC Plan for the design phase of the *I-69 Section 4* project. The QA/QC Plan establishes the general relationships of the Quality Assurance Team members, designers and other staff, including sub-consultants, performing work on this project.

The QA/QC Plan documents the system the *I-69 Section 4* Design Team has implemented for the development and control of engineering design activities. Documented procedures are in place to address all phases of the design process. Design control will be carried out during the various stages of the project as follows:

- All project designers, including sub-consultants developing design documents, are required to use the approved QA/QC procedures for design as a basis for their plan. The approved QA/QC Plan will be developed and accessible on the project website.
- The *I-69 Section 4* Design Team will furnish the design concept, actual design, plans and specifications, and design approvals necessary to enable INDOT to perform the bidding process for construction. The QA/QC procedures are written under the philosophy that the design work is performed by the URS *I-69 Section 4* Design Team with oversight from INDOT management.

Engineering Design Process

The plan development process (PDP) is comprised of the following major phases:

- Interchange Geometrics
- Grade Review
- Stage 1 Detailed Design (25% Submission)
- Preliminary Field Check
- Preliminary Right of Way plans
- Final Right of Way plans
- Stage 3 Detailed Design (95% Submission)
- Final Tracings

Internal Review Process

Each PDP submission has a corresponding design checking, design review and client review period as indicated in Figure 10-1. Design consistency and accuracy are addressed through the Internal Review Process, as a series of reviews performed by the *I-69 Section 4* Design Team senior staff and INDOT at the designated stages of the project. These reviews focus on constructability, integration, compatibility, and legibility of the plans, along with the communication between the various engineering disciplines involved in developing the complete design.

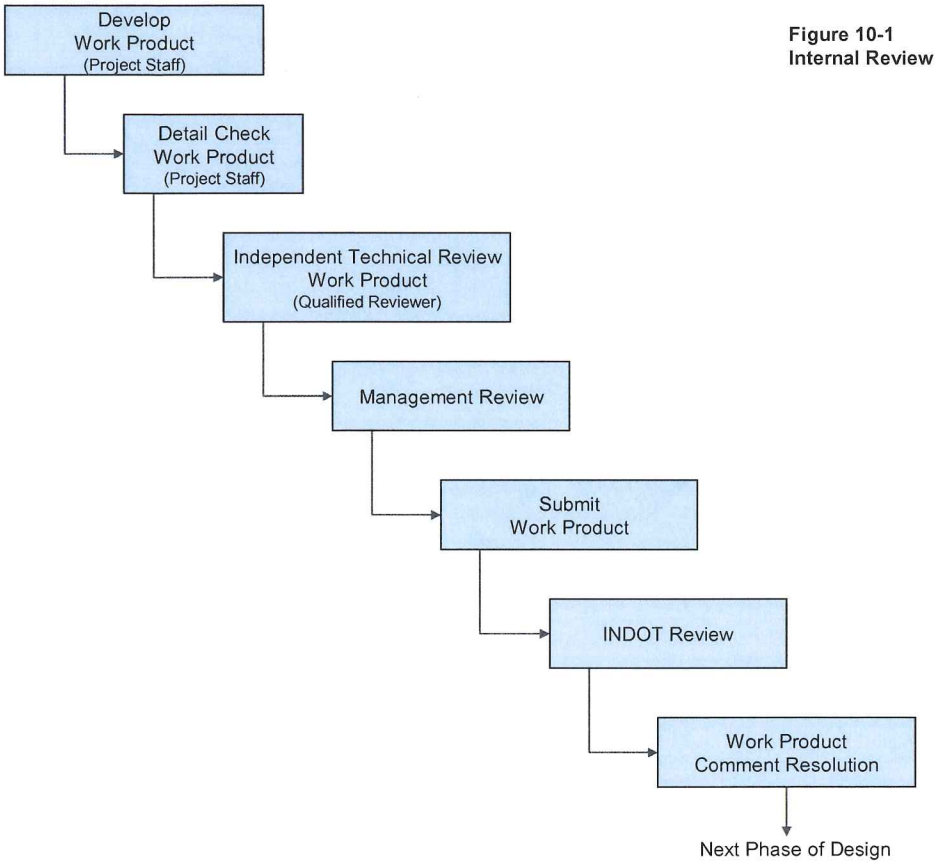


Figure 10-1
Internal Review Process

Set Up QA/QC Filing System/Document Control

A QA/QC project file is to be set up and maintained in a central file system. The QA/QC project file should contain all original hard copy and digital project documentation in accordance with QA/QC Plan. The intent of this policy is to maintain these files in a central location as opposed to individual *I-69 Section 4* Design Team member offices.

Perform Detail Checking

Detail Checking is a verifying procedure whereby all information of a deliverable given to the Client is verified for correctness, completeness and technical accuracy by a Senior Professional who is independent from the originator of the document to be checked, but part of the project team as assigned by the Project Manager or designee. Specific procedures are referenced in the QA/QC Plan for calculations, design drawings, specifications, studies and reports, and cost estimates.

Perform Independent Technical Reviews

Prior to submission to the Client, all substantive work performed or identified as a significant deliverable shall undergo an independent technical review (ITR) to verify the quality and integrity of the project tasks and written work products, to verify that the deliverables are in accordance with the scope of work and to verify compliance with the standard of professional practice. The review is conducted by qualified reviewers who are independent from the origination of the activity or document under review. Specific ITR procedures are referenced in the QA/QC Plan. In addition to regular independent technical reviews, special

reviews may be required by the Project Manager or designee to verify the proper coordination between units, offices, joint venture partners and/or sub-consultants. Special reviews may also be required for checking unique or highly specialized designs.

Perform Management Reviews

Prior to submission to the Client, the Project Manager or designee shall verify that all QA/QC procedures have been performed and documented. Specific Management Review procedures are referenced in the QA/QC Plan.

11. CONSTRUCTION QUALITY ASSURANCE/QUALITY CONTROL

The *I-69 Section 4* project will be constructed in multiple contracts staged over a 3-year period, 2012 through 2014. Each contract will be administered by a qualified project engineer or project supervisor assigned by INDOT. An adequate number of assistants and inspectors will also be assigned based on contract requirements. All personnel assigned by INDOT will be fully-certified to administer and/or inspect construction activities. Assigned personnel will also be responsible for material sampling and testing in accordance with the current *INDOT Frequency Manual*. An INDOT Area Engineer will provide overall supervisory of project staff.

The Department utilizes the following documents to maintain Construction QA/QC:

- Standard Specifications with Supplementals
- General Instructions to Field Employees
- Construction Memorandums
- Certified Technician Program Training Manuals
- Materials and Tests Quality Assurance Manuals
- Materials and Tests Frequency Manual
- INDOT Manual of Uniform Traffic Control Devices

The Quality Assurance Manuals listed above can be found at the following web site:

http://www.in.gov/indot/2349.htm

12. ENVIRONMENTAL MONITORING

Environmental Commitments

The Project Engineer will ensure that the project complies with all of the environmental commitments and mitigation measures outlined in the Tier 1 Final Environmental Impact Statement (FEIS) and Record of Decision (ROD) dated March 24, 2004, as well as the Tier 2 FEIS and ROD and any approved addendums. The Federal Highway Administration issued a Tier 1 Record of Decision (ROD) dated March 24, 2004 and are currently finalizing the Tier 2 EIS. The EISs and their environmental commitments can be found at:

http://www.i69indyevn.org
and
http://deis.i69indyevn.org

All project commitments developed during the NEPA process will be incorporated into the INDOT project commitment database. The commitments database will be used to assure that all commitments are appropriately addressed during final design and implemented during construction. This form requires documentation of the final resolution and implementation of project commitments and must be a part of each design and construction contract. During final design, *I-69 Section 4* Design Team design engineers will follow Chapter 7 of the *Indiana Design Manual*. Chapter 7, Environmental Commitments, addresses and provides information on the protocols of ensuring environmental commitments are observed. Chapter 7 of the *Indiana Design Manual* can be viewed at:

http://www.in.gov/dot/div/contracts/standards/dm/2011/Part1/Ch07/ch07.htm

Throughout the design process, regular meetings will be held with the design team to review and evaluate design plans for FEIS and permit compliance. When and if necessary, the URS *I-69 Section 4* Design Team Environmental Coordinator will determine if any design changes will not be in compliance and either recommend appropriate design adjustments or identify areas where additional environmental studies and documentation may be required.

It has been determined that additional noise abatement analysis, wetland and stream evaluations, and karst feature evaluations will be conducted during the design phase. The noise abatement analysis will be dependent on any design modifications and/or changes to traffic projections and will be coordinated with the general public, elected officials, and the property owners/tenants located near the proposed mitigation areas by means of public meetings. The evaluation of the wetlands and streams will be conducted to confirm and update the delineation of these resources and to recalculate the impacts based on the most recent design plans. Following the field evaluation of karst features, agency coordination will be conducted per the INDOT Karst Memorandum of Understanding to incorporate the necessary design treatments into the project.

Permits

The *I-69 Section 4* Project will require the following resource agency permits, certifications, or notifications:

- Combined Individual Section 404/401 – U.S. Army Corps of Engineers & Indiana Department of Environmental Management (IDEM) (dependent on JD)
- Rule 5 Erosion Control – IDEM
- Construction in a Floodway – Indiana Department of Natural Resources (IDNR)
- U.S. Environmental Protection Agency (EPA)

The *I-69 Section 4* Design Team Environmental Coordinator will conduct two sets of pre-application meetings with the agencies: 1) Introduction and 2) Pre-Submittal. The purpose of these meetings is to introduce the project to the agencies, determine/confirm permit requirements, and establish submission and review schedules. Coordination with the permit agencies will be maintained on an as needed basis throughout the development of the permit. Follow-up coordination with the agencies will continue after the permits have been submitted in order to track their review status.

These permits will be secured prior to construction in the affected areas of the corridor. The INDOT Project Engineer will be responsible for assuring that the permit and NEPA requirements are met during construction. Permit and NEPA commitments will be inserted into each of the pre-bid contract documents as special provisions.

13. RIGHT OF WAY

All services will be performed by companies or individuals prequalified by INDOT and will be completed in accordance with standards and guidelines established by INDOT's Real Estate Section and the FHWA. Activities required include:

- Right of Way Engineering
    - Preparation of final ROW plans showing property boundaries, existing ROW lines, station and offsets for all ROW breaks and property lines, names of property owners, project center lines and S-lines, proposed ROW lines, section lines, and parcel numbers.
    - Preparation of a legal description by a registered land surveyor for each parcel to be acquired.
    - Preparation of a report detailing the status of the existing ROW and the determination of the need for reacquiring existing ROW.
- Right of Way Services
    - Abstracting, which consists of a search of the public records and the preparation of title and encumbrance reports to determine the owners of record of each parcel from which a fee simple acquisition is necessary to construct the project.
    - Appraisal Problem Analysis, which consists of the preparation of a report for each parcel determining the type of appraisal to be performed, unless a waiver valuation is adequate, and the appraisal approach necessary to establish the just compensation for the acquisition based upon the proposed ROW to be acquired.

- Appraisal, which is the preparation of a waiver valuation, a value finding appraisal report, a short form appraisal report, or a long form appraisal report for each parcel to determine the value of the real estate to be acquired.
- Review Appraisal preparation, including a certificate of the review appraiser and the determination of the fair market value for each parcel requiring any type of appraisal other than a waiver valuation.
- Extension of an offer to and negotiations with property owners to acquire each parcel. In the event that a parcel cannot be acquired through negotiations by the buyer, a condemnation report will be prepared for use by INDOT in securing the parcel through eminent domain proceedings.
- Securing a partial release of each mortgage for each acquisition encumbered by a mortgage if the amount of compensation is over $20,000.
- Providing relocation assistance to eligible persons or businesses that will be displaced by the construction of this project.
- Coordination and management of appraising, negotiation, and relocation activities with the INDOT Real Estate Section.

The *I-69 Section 4* Design Team will investigate the use of the INDOT Right of Way Incentive Program that offers incentives to property owners to acquire the needed property quickly. The goal of the incentive program is to reduce project development time resulting in significant cost savings and improved public safety

14. SAFETY AND SECURITY

Construction site safety can be broken into three parts: public safety, contractor safety, and INDOT (or their designee) safety. The contractor, INDOT, subcontractor, and consultants are responsible for implementation and compliance with their own individual, in-house safety programs and Indiana Occupational Safety and Health Administration requirements for their respective employees. The Public Safety responsibility issues are jointly shared by the contractor and INDOT.

INDOT will adhere to the provisions of *INDOT Safety Manual* (December 2010).

http://www.in.gov/indot/files/safetymanual_main.pdf

The work will be constructed such that it will comply with the applicable provisions of the Work Zone Safety Manual.

http://www.in.gov/indot/files/WZSFinal_5COMPLETE.pdf

The *Indiana Manual for Uniform Traffic Control Devices*,

http://www.in.gov/dot/div/contracts/design/mutcd/mutcd.html

and the *INDOT Standard Specifications*:

http://www.in.gov/dot/div/contracts/standards/book/index.html

Standard Drawings:

http://www.in.gov/dot/div/contracts/standards/drawings/index.html

Security of the project site shall be the responsibility of the Prime Contractor. All visitors to the site must check in at the designated contractor office and will not be allowed on-site without an escort.

At this time, there is not a specific safety and security plan for each of the construction contracts. The project engineer will coordinate with the approved contractor to assure that provisions and specifications of the March 2004 *INDOT Safety Manual* are met.

15. TRAFFIC MANAGEMENT

Introduction

Traffic management will be planned and scheduled to minimize traffic delays on existing public crossroads, where feasible. Signage will be utilized to notify the traveling public of road closures and other pertinent information. Access to all properties will be maintained to the extent practical through controlled construction scheduling. The contractor will be required to maintain a minimum of one lane of traffic in each direction on open roadways at all times. A traffic plan will be developed for the three state routes (SR 45, SR 54 and SR 37) where interchanges are proposed to permit the construction of the proposed interchanges and/or intersections. Additionally, a traffic plan will be developed for the re-alignment of SR 445 at SR 45 for the connection to the county line interchange.

Maintenance of Traffic during Construction

A comprehensive MOT plan will be developed for the *I-69 Section 4* corridor. The URS *I-69 Section 4* Design Team will perform the following work items as part of this Section:

1. Develop detour routes that account for emergency response vehicles, construction vehicle routes, school bus routes and any local requirements as presented by INDOT district personnel and local agencies.
2. Develop a map of the various temporary and permanent road closures complete with timelines for District and Local Agency use. This map will be updated as necessary to keep emergency personnel informed of any potential route changes.
3. Conduct meetings with INDOT, local agencies, and businesses to outline the proposed TMP. Decisions from these meetings will be incorporated into the final TMP and presented to INDOT for final approval.
4. Coordinate with INDOT and local agencies and officials for overall consistency of the corridor maintenance of traffic plan, and for necessary revisions to the maintenance of traffic scheme based on adjacent contracts.
5. The URS *I-69 Section 4* Design Team will develop the maintenance of traffic and sequence of construction detail sheets/plans, estimates, and specifications for the construction of the Project.
6. The URS *I-69 Section 4* Design Team will determine detour routes, road closures, alternate routes and ramp closures and submit this to INDOT and local officials for their review and approval.

7. The URS *I-69 Section 4* Design Team will coordinate the route trailblazing for the opening of I-69 between I-64 and US 231, anticipated in October 2012, to avoid construction activities on the chosen route to SR 37 near Bloomington.

The deliverables of this initiative are as follows:

1. Evaluation of alternate traffic control.
2. Determine adequacy of alternate routes and Detour Routes.
3. Review of on-site and off-site traffic operational improvements.
4. Final construction phasing and scheduling.
5. Planning for emergency response and school bus routes.
6. Review and design any TMP changes during plan development.
7. Finalize construction contract packages.
8. Review of proposed changes made by Contractor or project engineer during construction.
9. Evaluation and preparation of a final report on the successes and failures of the proposed TMP after construction is completed.

Traffic Mitigation for Local Roadways

The URS *I-69 Section 4* Design Team may perform the following work items as part of traffic mitigation for impacted local roadways. New access routes for permanently closed roadways will be determined and reviewed to assess the viability of the new route. If necessary, mitigation measures will be discussed and approved by local officials, primarily the county engineer. MOT plans will be developed for local roadways that will remain open after construction of I-69. Closures on these routes may be as minor as short duration closures for beam setting over the roadway, to longer closures with detours for construction of bridges over I-69. Impacts to local roadways will generally be minor because the construction of I-69 is for a new roadway as opposed to reconstruction of an existing freeway. Often reconstruction results in diversion of existing traffic to local roadways as current uses seek alternate routes to avoid delays. This project has an existing condition where the current traffic is already utilizing the existing State Routes and local facilities and, therefore, little or no diversion will result due to construction of I-69.

Public Agency Coordination

During Design

The activities listed above will be coordinated through INDOT's project manager with input from the affected INDOT district, local agencies, and officials. Documentation of the coordination with local officials and businesses will be maintained.

Incident Management

The INDOT Project Engineer will communicate directly with District communication for dissemination of press releases, website alerts and CARS/511 entries. Additionally incidents should be communicated to the Indiana State Police (ISP). In the event that District communications cannot be reached for an emergency

entry into the CARS/511 system the INDOT Traffic Management Center (TMC) in Indianapolis will serve as the backup regarding ramp closures, accidents, and mainline closures. ISP will be included in partnering meetings, pre-construction meetings, and regular project updates.

16. PROJECT COMMUNICATIONS (MEDIA & PUBLIC INFORMATION)

Introduction

Project communications for all facets of the I-69 Evansville to Indianapolis Project is being managed by a team of individuals, identified as the I-69 Communications Team. This team includes representation from INDOT Executive Office, Central Office and the INDOT I-69 Project Team; the Indiana Division of FHWA; the Project Management Consultant for Tier 2 Environmental Studies; and the URS I-69 Section 4 Design Team. The Communications Team has set forth the following strategies and tactics to best manage project communications throughout the environmental studies process, design and construction for the entire project.

Strategies

- Enhance the level of customer service afforded the public, especially affected property owners
- Increase and improve communications with all target audiences
- Communicate directly and frequently with the media
- Communicate directly and frequently with legislators and other local elected officials
- Communicate directly and frequently with business and opinion leaders

Tactics

Strategy – Enhance the level of customer service afforded the public, especially affected property owners

INDOT has provided an unprecedented level of customer service throughout this project by providing project offices for each of the six sections of independent utility, fully staffing the Washington INDOT I-69 project office with experts able to meet with property owners, utility providers and local officials, and developing a dedicated INDOT I-69 project team. In keeping with the spirit of this commitment to customer service, the Section 4 Design Team has developed a continuous customer service component process that will run through the completion of the Section 4 design. It will include the following components:

- **Kitchen Table Meetings** – Individual meetings will be held with each property owner affected by right-of-way acquisition. Additional follow-up meetings will be held as needed and a consistent line of communication will continue through the survey, design and property acquisition process.

These meetings initiate a continuous customer service process that include consistent communications with affected property owners, follow-up meetings as needed, periodic postcard update notices, as well as general oversight of all activities impacting property owners until property acquisition and/or relocation efforts are complete.

- **Section 4 and 5 Project Office** – The Section 4 Design Team will staff a customer service representative(s) at the combined Section 4 and 5 project office in Bloomington on a daily basis as determined by INDOT through contract negotiations. This person(s) will support INDOT and the Section 5 project office representative in addressing the individual needs of office visitors and inquirers.

- **Stakeholder Meetings** – Engaging local officials and planners throughout the design of Section 4 is critical. As well, various interest groups such as neighborhood associations, emergency responders, schools, utility providers, business groups, etc can benefit provide and receive valuable information during the design and eventual construction of this section. The Section 4 Design Team will coordinate these meetings and work with INDOT to ensure the appropriate project representatives are in attendance a these meetings. Additionally, the design team will prepare and disseminate meeting minutes/summaries for these meetings.

Strategy – Increase and improve communications with all target audiences

The Communications Team plans to adjust communications strategies to more clearly target audiences that can help improve "public" perception about the I-69 project. The media and general public have been on the list of key audiences, with special consideration given to those who live in and around the approved I-69 corridor.

- **Update electronic mailing lists** – Updating the electronic mailing lists will create communications flexibility with a variety of target audiences, many of which have access to e-mail. Recipients will always have the opportunity to unsubscribe from the mailing list with the click of a button. The mailing list will be useful for electronic updates, meeting notifications, news releases, etc. Communicating via e-mail, versus other means, is often a faster means of disseminating information. In addition, people will have the opportunity to forward electronic communications to others who will be able to sign up via the Web site. A printed letter can also be sent out requesting permission to put people on an e-mail list.

- **Web site** – Of all the communications facilitated by the Communications Team, the web site is arguably the most important. The Communications Team will update the website so it will become more user-friendly, more understandable and more effective at communicating messages and providing information to all target audiences. We believe the web site can continue to be a repository for virtually all public information regarding the project as a whole, including environmental studies, design and construction information.

  Examples of Web changes under consideration by the Communications Team:
  1. Reengineer navigation so it's faster for users to find information.
  2. Re-design site with a "tabbed" look which adds a new design/construction page, updates the Tier 2 website (now becomes a component of the overall website), and includes information and a direct link to the Tier 1 website.
  3. Add multiple features under the new design/construction tab which includes an interactive section maps, construction updates, photo updates, media watch, updated FAQs, and traffic maintenance information.

- **Continuation of I-69 speakers bureau** – The Communications Team and section team members have continuously offered to speak with trade groups, businesses and legislative functions, some of the key audiences for the I-69 project, and have been asked by various groups. We plan to invigorate that process and create opportunities to disseminate information and correct misperceptions. After lining up a group of available speakers, professional groups, chambers of commerce, BioCrossroads, the Indiana Health Industry Forum, local business groups around the state, etc. will be contacted for potential speaking opportunities. Speakers would include INDOT representatives, and Communications Team and Section project representatives, assigned to speak based on group interests and availability. Those groups who want someone from I-69 to speak should be able to make a request online. This can be accomplished simply by posting a request form on the Web site. It should include the type of event, time, date, location and purpose of the meeting. A designated person can respond with speaker availability and to get details. Speakers should have access to tools like an I-69 PowerPoint presentation, print materials and leave-behind pieces which will be prepared by the Communications Team.

Strategy – Communicate directly with the media

While the public and other target audiences are clearly of a high priority throughout the environmental studies, design and construction, consideration must be given to frequent, timely and accurate coverage in a variety of media outlets along the I-69 corridor will be the most efficient means of disseminating project information and key messages.

- **Public Outreach Coordination Meetings** – The Communications Team will resume quarterly public outreach coordination meetings beginning March 2011. These meetings will include representatives from the I-69 Communications Team identified previously. These 30-minute to one-hour meetings are designed to strategize, compare notes and plan for upcoming project events and activity. This will offer the opportunity to compare notes and provide a broad perspective for media and event planning, staying on top of hot issues, developing ideas for story pitches, etc. The meetings should include both communications and technical people in order to make the best decisions in the shortest timeframe. As well, the Communications Team will participate in INDOT weekly communications calls.

- **Research** – News releases, stories and website/blog activity directly and indirectly related to the I-69 Project will be gathered and disseminated to the Communications Team multiple times each week in order to keep the team members apprised of publicly-circulated project information.

- **News releases** – With particular attention to compelling headlines and as much useful information as possible, the Communications Team continues to seek opportunities to create news by sending news releases to the media when appropriate. News releases should remain faithful to answering the following media question: "What's new? Why does the public care?" At minimum, news releases should be sent under the following conditions:

    1. At least 48 hours but preferably a week prior to public information meetings and public hearings
    2. Achievement of overall project milestones
    3. Major shifts in plans or project scope

- **Media meetings** – The Communications Team will seek regular opportunities to schedule personal meetings with reporters who cover areas along the I-69 corridor. Media markets of highest priority at this time include those from Evansville to Bloomington due to the accelerated design and construction activities along this 96-mile stretch of new terrain construction. However, it is important that the Indianapolis media market including Martinsville remain apprised of project activity, especially when environmental studies activities ramp up in Section 5 and 6. The more we can meet with the media in person, the better because it allows us to personalize the issues and create a better rapport. In particular, these meetings should occur before critical project milestones, such as public meetings, contract lettings, critical MPO votes, etc as an effort to clarify issues and help media representatives understand what's going on.

- **Media Events** – At various times throughout the project special events will be held that will be media-worthy. The Communications Team will coordinate all logistics, securing of speakers and necessary invitations, including media outlets. Necessary mapping or display materials will be provided as well. Additionally, Media Packets will be provided including access to electronic files (documents, mapping, photos, etc.) when applicable.

- **Story ideas** – With construction activity building throughout southwest Indiana and a schedule which calls for completion of construction of the interstate to Bloomington by the end of 2014, it is reasonable to assume that there will be much newsworthy activity over the next few years. However, it is important to continue to identify story ideas geared toward promoting positive project activities or direct/indirect economic development messages and angles created around the I-69 project. The Communications Team will continue to work with INDOT to identify story ideas throughout the project.

- **Pitch regular I-69 columns/Op-Eds to media outlets** – I-69 clearly has become a hot button topic in various areas around the state. With the Section 4 FEIS and ROD on the horizon and design and construction activities accelerating, this front should focus primarily on the Bloomington to Indianapolis markets. Once the environmental studies activities ramp up in Section 5 and 6 there will be a noticeable increase in communications with various stakeholder and interest groups. This will be a critical time to reengage the public in the conversation. Certain media outlets may be receptive to an offer by INDOT to provide a regular column detailing progress and updating the public on various milestones and issues surrounding the project. For example, it may be attractive to suggest that the column could be a regular response to readers' questions about the project, with the paper providing a question for response. The Communications Team would coordinate the draft of the response with INDOT – and who would sign the column or OpEd. Authors could include Section or Communications Team representatives, INDOT representatives, business advocates or other interested stakeholders. Columns should be written objectively, factually and with as little advocacy language as possible. The logistics of this tactic would need to be discussed further.

- **Talking points/standby-statements for interviewees** – The Communications Team plans to update a set of talking points for interviewees – such as INDOT personnel. The talking points will incorporate elements of environmental studies, design, acquisition, and construction. The list will be made available to all I-69 project personnel and can be distributed as needed.

Strategy – Continue to communicate directly with legislators (this area will be lead directly by INDOT and the state) and other local elected officials

- **Continue to develop/update list of government representatives** – Maintain a list of interested public officials along the I-69 corridor. The list would serve to target our communications in this arena so we're continuing to build relationships with the people who create the largest positive impact. It is important that INDOT's similar efforts and those of the Communications Team are coordinated. First priority will be to coordinate communications with newly-elected officials and/or their duly appointed representative.

- **Request one-on-one briefings with elected officials and local economic development personnel** – Schedule meetings to provide updates and perspective, as well as to answer questions and request their attendance at meetings. INDOT representatives, section environmental studies and design project managers and deputy project managers, and appropriate Communications Team personnel should be available for personal contact meetings.

Strategy – Communicate directly with business and opinion leaders

- Request one-on-one briefings with businesses and opinion leaders – Schedule meetings to provide updates and perspective, as well as to answer questions and request their attendance and support at public meetings. Any number of project representatives should be able to conduct these briefings – from project managers to INDOT personnel.

- Prepare briefing summary for use by business and opinion leaders –Briefing should concisely detail I-69 basics and benefits. Briefing sheets might be targeted to particular businesses on a case-by-case basis.

Addendum – Stakeholders – Target Audiences

Outreach efforts would first be focused on a local level, then regional basis, then statewide interests.

Affected Property Owners

- Right-of-way impacts
- Relocation and right-of-way impacts
- Impacted by survey or other field work activities

Elected Representatives and Other Government Officials

- Indiana's federal delegation
- State senators
- State representatives
- Mayors, commissioners, and other representatives of local government (including local planning leaders, highway superintendents, engineers, etc.)
- Metropolitan Planning Organizations
- Office of Community and Rural Affairs

Statewide Media

- Newspapers
- Television

- Radio
- Magazines
- Trade publications
- Web sites *(Including the web sites of interest groups, chambers of commerce, businesses and trade organizations)*

The Public

- Indiana citizens
- People who live in the vicinity of the I-69 corridor
- Citizen groups

Business and Opinion Leaders

- Businesses that will directly benefit from I-69
- Businesses that will indirectly benefit from I-69
- Business/trade organizations/chambers of commerce statewide
- Local civic organizations

Economic Development Directors

- LEDOs (Local Economic Development Organizations)
- IEDC (Indiana Economic Development Corporation)
- Land use redevelopment organizations

Transportation Leadership and Trade Industry

- Trucking companies
- Delivery companies
- Limousine companies
- Bus companies
- Tourism Associations
- Warehousing companies
- Distribution companies
- Transportation trade associations (Indiana Motor Truck Association)
- Indiana Ports Commission/Ports of Indiana

Public Service Providers

- EMS
- Hospitals
- Fire Departments
- IDHS
- TMC

Agricultural industry

- Farmers and farming businesses
- Distribution companies

Manufacturing industry

- Automotive
- Plastics
- Other

Energy industry

- Coal mining and hauling companies
- Gas and electric companies

Education

- Impacted universities and colleges
- Local school corporations
- DOE

Military

- Crane NSWC/NSA
- Indiana National Guard

17. CIVIL RIGHTS PROGRAM

The DBE Program

The U.S. Department of Transportation's (DOT) Disadvantaged Business Enterprise (DBE) program provides a vehicle to meet the requirements of Title VI of the Civil Rights Act of 1964 by increasing the participation of socially and economically disadvantaged firms in state contracts. Title VI is a statute provision of the Civil Rights Act of 1964 that states:

> "No person in the United States shall on the grounds of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance." 42 U.S.C. § 2000d.

DOT DBE regulations require the Indiana Department of Transportation (INDOT) to establish goals for the participation of DBEs. INDOT is required to establish an annual DBE goal and to also establish contract-specific DBE subcontracting goals.

In addition to establishing goals, INDOT also certifies the eligibility of firms to participate in the DBE Program. The main objectives of the DBE Program are:

- To ensure small disadvantaged business enterprises (DBE) can compete fairly for federally funded transportation-related projects.
- To ensure that only eligible firms participate as DBEs.

To be certified as a DBE, a firm must be a small business owned and controlled by socially and economically disadvantaged individuals. Certifiers make the determinations based upon on-site visits, personal interviews, reviews of licenses, stock ownership, equipment, work completed, resumes of principal owners, and financial capacity.

Additional information on the DOT Disadvantaged Business Enterprise (DBE) program can be viewed at:

http://osdbu.dot.gov/DBEProgram/index.cfm

Included on that web site is information on regulatory issuances, guidance for DBE program administrators, questions and answers on the DBE rule, DBE program contacts, background on the DBE rule, and other useful information.

The following information, as well as additional Civil Rights information, can be reviewed at:

http://www.in.gov/indot/2751.htm

INDOT Policy

It is the policy of the INDOT that the protection of each individual's civil rights is of the highest priority. INDOT's commitment to equal opportunity and equitable service comes from its concern to establish and maintain a representative program for the citizens of the State of Indiana. INDOT has, and will continue to meet the intent and the provisions of Title VI of the Civil Rights Act of 1964, as amended. INDOT's Title VI enforcement also will include the following additional grounds: sex, ancestry, age, religion, and disability.

INDOT is committed to enforcing the provisions of Title VI and protecting the rights and opportunities of all persons associated with INDOT or affected by its programs. INDOT insists that all personnel strictly adhere to the principles of Title VI in the performance of INDOT's actions. The appropriate supervisory personnel are accountable for the proper implementation of Title VI requirements within their respective jurisdictions.

INDOT's commitment goes beyond observing the equal opportunity laws and regulations. INDOT's commitment includes vigorously enforcing all applicable laws and regulations that affect INDOT and those organizations, both public and private, which participate and benefit through INDOT's programs.

INDOT will take positive and realistic affirmative action steps to ensure that all persons and/or firms wishing to participate in INDOT's programs are given an equal and equitable chance to participate and/or receive benefits at each phase of INDOT's programs.

Any person(s) or firm(s) who feel that they have been discriminated against in their pursuance of business with INDOT or because of actions by INDOT, or an individual or organization with an agreement with INDOT, is encouraged to report such violations

I-69 Section 4 Project DBE Participation

The DBE goal for the design of the *I-69 Section 4* project was established by INDOT as five percent (5%). The URS *I-69 Section 4* Design Team will meet or exceed this goal. The URS *I-69 Section 4* Design Team includes the following DBE firms:

- Stephen J. Christian & Associates PC

- K & S Engineers, Inc
- Parsons, Cunningham & Shartle Engineers, Inc
- RESOlution Group, Inc

A DBE participation percentage has not yet been established for construction of this project. Once plans, specifications and design estimates are submitted to INDOT's Contract Administration, the INDOT Estimator will send a DBE interest report to Economic Opportunity Division (EOD). The EOD will review the document, and then they will set a DBE construction goal.

18. CLOSEOUT PLAN

Project Managers will need to close out each phase of the project in a formal and consistent manner. Proper project close-out process provides:

- Systematic documentation and archive of project records.
- The capture of "lessons learned" during project execution, so that these lessons can be used to improve future projects.
- Formal acceptance and delivery of the closeout products.

INDOT implements a close-out process to document the various steps needed to close out each phase of the project. A typical close-out task provides a brief description of the task, the procedure that needs to be followed, the roles of various individuals involved, a flowchart of the process, and links to further documents.

Historically, many project activities that extend beyond construction tend not to be completed in a timely manner. These activities include As-Builts, right-of-way documentation, completion of environmental commitments, and preparation of the project history files. The need to accomplish other higher priority activities, lack of resources, and poor tracking frequently results in a lack of urgency for completing these final, but still important, activities in a project.

To improve resourcing and tracking, these activities will be maintained within the project's work plans until they are complete. Once all of these activities have been completed, the INDOT Project Manager will complete a Project Close-out Worksheet.

The INDOT Accounting Division will then perform a project audit to verify and review project costs. This practice will ensure a consistent, efficient method of closing out the project. It also will assure the orderly completion of the project by using a check-list approach to project close-out.

Formal elements of the project development closeout plan will include:

Acceptance of Work: The INDOT Project Manager and Project Engineer will make the final determinations on whether the work is deemed acceptable. Documentation of this element can be made as invoice approval or written documentation.

Close out on the construction site includes coordination between the District Construction office and contractor to assure the project was properly constructed and all cost are properly documented. Once the

construction project is approximately 99% complete, a "Pre-Final Inspection" takes place between the Contractor Project Engineer, the District Project Engineer and if warranted, other District personnel, including the District Area Construction Engineer. The Pre-Final Inspection may yield final construction activities that need to take place before INDOT can official close the project. These activities, typically minor work activities, are documented by INDOT as part of a "punch list" that the contractor must complete prior to the official project closeout. For example, the INDOT Project Engineer may require additional sod at a specific location or an improvement to a specific newly constructed drainage ditch.

Once the contractor has fulfilled the activities on the "punch list", a final inspection occurs. Attendees for the final inspection will include the INDOT and Contractor Project Engineer, and depending on the size of the project, may include the District Area Engineer as well as representatives from the Federal Highway Administration. The purpose of this final inspection meeting is to assure that all items in the punch list have been adequately addressed. In addition to the on-site inspections, the District Construction office will also review and certify the contractor's Material Record. This record documents the amount and quality of material that were used in the project. Once all items of the project are found acceptable, the District Construction Engineer will issue a Final Construction Record. Once the project is certified complete, the contractor will then remove the construction warning signs along the construction site.

Demobilization of Staff and Resources: Towards the completion of each of the construction projects, the Project Engineer will coordinate with the contractor in order to determine a safe, reasonable, and feasible demobilization of staff, equipment and other resources.

Project Closure Meeting: At the conclusion of the project, the INDOT Project Manager and Project Engineer will conduct a project closure meeting. The meeting will focus on the anticipated and actual project expectations, lessons learned, and an evaluation/rewarding of the individuals who participated in the design and the construction of the project. These rates will be archived for utilization on future projects.

Archive: The INDOT Project Manager and Project Engineer will review archiving policies with the District and INDOT Central Office and determine the specific archiving responsibilities.

19. PROJECT DOCUMENTATION

The *I-69 Section 4* Design Team has implemented a document control system using the latest version of SharePoint as the core component. The system has been customized for this project to store and manage documents and submittals, provide controlled internet access for project participants, and provide data publishing capability from SharePoint external web site. INDOT, FHWA, Section Design Consultants, and the city of Indianapolis have been provided access to the document control system in order to foster communication and allow an efficient document control system. The URS *I-69 Section 4* Design Team maintains security and will act as the System's Administrator until the project is complete.

The *I-69 Section 4* Design Team will create a *Document Control Manual* that documents SharePoint web access procedures, directory structures, electronic submittal requirements, and archiving protocols. SharePoint can be accessed over the internet using login and password at the site:

https://portal.urs-cleveland.com/69Section4

The project data is stored in a directory structure that is organized similar to the project organizational chart. The major divisions of the project are Project Management, Engineering Design, Community Integration, and Corridor Management. Each division has a folder at the root level along with computer-aided design file data, Geographical Information System (GIS) data, library data, submittal information, and training data.

During the development of the design, project data is posted to SharePoint by all designers bi-weekly, along with a summary of changes to the files. This is necessary to keep all disciplines and parties involved in the corridor, appraised of any new developments.

The archiving procedures for the project data are generally a nightly tape back-up stored on-site, and a weekly tape back-up stored off-site. Data that is archived includes all *I-69 Section 4* Design Team plan and report submittals to INDOT, approval letters, concurrence memos and project correspondence. This information is provided to INDOT and will be archived in an electronic format.

APPENDIX A - PROJECT REFERENCES

The following are additional referenced documents in this plan and can be found at the INDOT offices and/or through the listed website link.

American Association of State Highway Transportation Officials (AASHTO) - *A Policy for Geometric Design of Highways and Streets, 5th Edition*

I-69 Section 4 Summary of Project Schedule

I-69 Section 4 Value Engineering Report

I-69 Section 4 Post-Value Engineering Memorandum

I-69 Section 4 Quality Assurance Manual

I-69 Section 4 Design Criteria Guidelines